

**CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION
OFFICE OF WORKFORCE PLANNING
QUALIFICATIONS ASSESSMENT FOR
ASSOCIATE PERSONNEL ANALYST**

This examination will provide you with an opportunity to demonstrate significant aspects of your qualifications for **Associate Personnel Analyst**, with the California Department of Corrections and Rehabilitation (CDCR). The information you provide will be rated based on objective criteria created by Subject Matter Experts. The rating will be used to determine your final score in this examination. If successful, your name will be placed onto an eligible list. The list will be used by CDCR locations/facilities statewide to fill existing vacancies. A "Conditions of Employment" form is included in this examination which will allow you to select the location and time bases you are interested in working. It is **required** that you **personally complete** this examination accurately and without assistance.

TESTING PERIOD INFORMATION

Candidates can only test for this classification **once** in a **12 month period**.

Note: As indicated in the classification specification, candidates who are within six months of satisfying the experience requirement can participate in this examination. However, it is recommended that candidates postpone participating until gaining 12 months of SSA, Range C experience to be more competitive and to have a full 12 months of list eligibility.

You will be evaluated based on your ability to follow directions and read, interpret, and respond appropriately to the questions in this Qualifications Assessment. Candidates who fail to follow the instructions will be eliminated from this examination(s).

THIS AFFIRMATION MUST BE COMPLETED

Government Code Section 18935:

"The board may refuse to examine or, after examination, may refuse to declare as an eligible or may withhold or withdraw from certification, prior to appointment, anyone who comes under any of the following categories":

- j. "Has intentionally attempted to practice any deception or fraud in his or her application, in his or her examination, or in securing his or her eligibility."

I hereby certify and understand that the information provided by me on this questionnaire is true and complete to the best of my knowledge and contains no willful misrepresentation or falsifications. I also understand that if it is discovered that I have made any false representations, I will be removed from the list resulting from this examination and may not be allowed to compete in future examinations for State employment. If already hired from the result of this examination, I may have adverse action taken against me, which could result in dismissal.

SIGNATURE: _____

DATE: _____

NAME (PRINTED): _____

SOCIAL SECURITY NUMBER: _____

HOME PHONE NUMBER: _____

WORK PHONE NUMBER: _____

YOUR COMPLETED QUALIFICATIONS ASSESSMENT MUST INCLUDE YOUR ORIGINAL SIGNATURE AND
MAILED OR DELIVERED TO THE FOLLOWING LOCATION:

Mail to:

Department of Corrections and Rehabilitation
Office of Workforce Planning
P.O. Box 942883
Sacramento, CA 94283-0001

or Deliver in Person to:

Department of Corrections and Rehabilitation
Office of Workforce Planning
1515 S Street, Room 101N
Sacramento, CA 95811

NOTE:

- Candidates whose Qualifications Assessment is postmarked, personally delivered or received via interoffice mail after the due date will be eliminated from the examination.
- Be sure your envelope has **adequate postage** if submitting via mail.
- Facsimiles (FAX) will **NOT** be accepted under any circumstances.
- Make and keep a photocopy of the completed Qualifications Assessment for your records.

GENERAL INSTRUCTIONS

Read instructions carefully

Do not attach any additional documents to this Qualifications Assessment or send any forms/documents in advance.

This process is the entire examination for the above classification. Therefore, please be sure to follow the instructions carefully as missing or incomplete information may result in disqualification or a lower score.

1. Additional instructions are provided on the following pages.
2. If successful, your name will be placed on an eligible list for the classification.
3. The examination is intended to provide candidates the opportunity to demonstrate their knowledge and experience in a variety of areas. It is not expected that you will have experience in all areas.

The following areas comprise the complete examination for Associate Personnel Analyst. You must ensure you have addressed each of the following areas:

- Affirmation Statement (page 1)
- General Instructions (page 2)
- Prior State Employment Information (page 3)
- Conditions of Employment (pages 4 - 5)
- Minimum Qualifications (page 5)
- Job Requirements (page 6)
- Desirable Qualifications (page 7)
- Associate Personnel Analyst Work Experience (pages 8 - 10)
- Associate Personnel Analyst Knowledge Assessment (page 11)

YOUR RESPONSES ARE SUBJECT TO VERIFICATION

Please keep in mind that all information provided on this Qualifications Assessment will be subject to verification at any time during the examination process, hiring process, and even after gaining employment. Anyone who misrepresents his/her experience will be subject to adverse consequences, which could include the following action(s):

- Removal from the examination process
- Removal from the certification list
- Loss of State employment
- Loss of rights to compete in any future State examinations

PRIOR STATE EMPLOYMENT INFORMATION

Complete this next section ONLY if you have been previously dismissed from California State Civil Service employment by punitive action or as a result of disciplinary proceedings. IF THIS DOES NOT APPLY TO YOU, please skip this question.

Rule 211 provides that a dismissed State employee may only participate in State Civil Service examinations if he/she has obtained prior consent from the State Personnel Board.

Do you have written permission from the State Personnel Board Executive Officer to take this examination?

| | |
|--------------------------|-----|
| <input type="checkbox"/> | YES |
| <input type="checkbox"/> | NO |

**AVAILABLE POSITIONS ARE LOCATED
THROUGHOUT THE STATE OF CALIFORNIA**

After list release, please notify the California Department of Corrections and Rehabilitation (CDCR) promptly of any address changes or availability for employment at the following address:

California Department of Corrections and Rehabilitation
Human Resources
Office of Workforce Planning
P.O. Box 942883
Sacramento, CA 94283-0001
Attn: Certification Unit

CONDITIONS OF EMPLOYMENT FORM FOR CDCR ADULT & YOUTH FACILITY LISTINGS ONLY

PLEASE MARK THE APPROPRIATE BOX(ES) OF YOUR CHOICE - YOU WILL NOT BE OFFERED A JOB IN LOCATIONS NOT MARKED.

Note: Positions are not available at all locations. Please refer to the official examination bulletin for information regarding current available positions and their locations.

If you are successful in this examination, your name will be placed on an active employment list and referred to fill vacancies according to the conditions you specify on this form. Therefore, before you mark this form, there are some things you should consider. If you are not planning to relocate or are not willing to travel to a distant job location, do not select locations that are a long way from your residence. You may choose up to 15 different locations. If you choose more than 15, you will be certified for anywhere in the State.

TYPE OF APPOINTMENT YOU WILL ACCEPT

Please mark the appropriate box(es) - you may check "(A) Any" if you are willing to accept any type of employment.

☐ (D) Permanent Full-Time ☐ (R) Permanent Part-Time ☐ (K) Limited-Term Full-Time ☐ (A) Any
If all are marked and you receive an appointment other than permanent full-time, your name will continue to be considered for permanent full-time positions.

LOCATION(S) YOU ARE WILLING TO WORK

NOTE: California State Prison has been abbreviated to "CSP." Youth Correctional Facility has been abbreviated to "YCF."

☐ (5) ANYWHERE IN THE STATE - If this box is marked, no further selection is necessary.

☐ 7238 UPPER NORTHERN REGION - If this box is marked, no further selection is necessary.

ADULT FACILITIES:

☐ 0802 Pelican Bay State Prison ☐ 1802 California Correctional Center ☐ 1805 High Desert State Prison
Crescent City, Del Norte County Susanville, Lassen County Susanville, Lassen County

☐ 7231 NORTHERN REGION - If this box is marked, no further selection is necessary.

ADULT FACILITIES:

☐ 0309 Mule Creek State Prison ☐ 3423 CSP, Sacramento
Ione, Amador County Represa, Sacramento County
☐ 2102 CSP, San Quentin ☐ 3901 Deuel Vocational Institution
San Quentin, Marin County Tracy, San Joaquin County
☐ 3400 Headquarters ☐ 4804 California Medical Facility
Sacramento, Sacramento Vacaville, Solano County
County
☐ 3404 Folsom State Prison ☐ 4811 CSP, Solano
Represa, Sacramento County Vacaville, Solano County
☐ 3417 Richard A. McGee ☐ 5505 Sierra Conservation Center
Correctional Training Center Jamestown, Tuolumne County
Galt, Sacramento County
☐ 3914 California Health Care Facility ☐ 3432 Folsom Women's Facility,
Stockton, San Joaquin County Sacramento
Represa, Sacramento County

YOUTH FACILITIES:

☐ 3908 O.H. Close YCF
Stockton, San Joaquin County
☐ 3917 N.A. Chaderjian YCF
Stockton, San Joaquin County
☐ 3907 Northern California YCC
Stockton, San Joaquin County
☐ 0311 Pine Grove Youth Conservation
Camp
Pine Grove, Amador County

☐ 7232 CENTRAL REGION - If this box is marked, no further selection is necessary.

ADULT FACILITIES:

☐ 1015 Pleasant Valley State Prison ☐ 2003 Central California Women's Facility
Coalinga, Fresno County Chowchilla, Madera County
☐ 1513 Wasco State Prison ☐ 2004 Valley State Prison for Women
Reception Center, Wasco, Kern County Chowchilla, Madera County
☐ 1514 North Kern State Prison ☐ 2701 Correctional Training Facility
Delano, Kern County Soledad, Monterey County
☐ 1522 Kern Valley State Prison ☐ 2708 Salinas Valley State Prison
Delano, Kern County Soledad, Monterey County
☐ 1605 Avenal State Prison ☐ 4005 California Men's Colony
Avenal, Kings County San Luis Obispo, San Luis Obispo County
☐ 1606 CSP, Corcoran ☐ 1608 California Substance Abuse Treatment
Corcoran, Kings County Facility,
Corcoran, Kings County

CONDITIONS OF EMPLOYMENT FORM FOR CDCR ADULT & YOUTH FACILITY LISTINGS ONLY (Continued)

☐ 7233 SOUTHERN REGION – If this box is marked, no further selection is necessary.

ADULT FACILITIES:

- ☐ 1307 Calipatria State Prison
Calipatria, Imperial County (North)
- ☐ 1308 Centinela State Prison
Imperial, Imperial County (South)
- ☐ 1995 CSP, Los Angeles
Lancaster, Los Angeles County
- ☐ 1503 California Correctional
Institution
Tehachapi, Kern County
- ☐ 3310 California Rehabilitation Center
Norco, Riverside County
- ☐ 1523 California City
California City, Kern County

- ☐ 3313 Chuckawalla Valley State Prison
Blythe, Riverside County
- ☐ 3329 Ironwood State Prison
Blythe, Riverside County
- ☐ 3612 California Institution for Men
Chino, San Bernardino County
- ☐ 3613 California Institution for Women
Corona, San Bernardino County
- ☐ 3715 R. J. Donovan Correctional Facility at
Rock Mountain
San Diego, San Diego County

YOUTH FACILITIES:

- ☐ 5610 Ventura YCF
Camarillo, Ventura County

MINIMUM QUALIFICATIONS

Experience applicable to one of the following patterns may be combined on a proportional basis with experience applicable to the other pattern to meet the total experience requirements, provided that the combined qualifying experience totals at least 30 months.

NOTE: Education may not be used to reduce this 30-month limit.

Either I

Experience: In the California state service, one year of experience performing the duties of a Staff Services Analyst (Range C). (Persons applying experience toward this pattern must have had a full-time assignment in California state service performing technical personnel work.)

Or II

Experience: Either

1. Three years of progressively responsible experience in technical personnel work, at least one year of which shall have been with independent responsibility for analyzing and recommending decisions on difficult personnel problems; or
2. Three years of progressively responsible technical experience administrative or budget analysis, socioeconomic research or some other field which has developed a broad and comprehensive knowledge of personnel management.

(One year of graduate work in public or business administration, personnel industrial relations, psychology, law, political science or a related field may be substituted for six months of the required experience in Pattern II. Experience in California state service applied toward this pattern must include one year of experience performing duties comparable in level of responsibility to those of a Staff Services Analyst. Range C.); and

Education: Equivalent to graduation from college. (Additional qualifying experience may be substituted for a maximum of four years of the required education on a year-for-year basis.)

(In appraising experience, more weight will be given to the breadth of pertinent experience and to evidence of the candidate's ability to accept and fulfill increasing responsibilities in personnel work than to the length of his/her experience.) (Promotional candidates who are within six months of satisfying the experience requirement for this class will be admitted to the examination, but they must fully meet the experience requirement before being eligible for appointment.)

JOB REQUIREMENTS

The following are job requirements. Please respond to each question by marking the appropriate box. If you are unwilling or unable to comply with any of the following job requirements, it will be grounds for elimination from the examination process.

| | |
|---|--|
| 1. Are you willing to abide by and adhere to safety policies and provisions (e.g., wear personal alarm, carry whistle, etc.) applicable to specific work assignments? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 2. Are you willing to comply with annual tuberculosis screening requirements? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 3. Are you willing to comply with departmental training requirements? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4. Are you willing to report staff misconduct, dangerous situations/contraband to supervisors and/or custody staff? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5. Are you willing to treat employees/co-workers in a professional, ethical, and tactful manner? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6. Are you willing to participate in team meetings, committees, special projects, etc. as required and/or assigned by your supervisor/manager? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 7. Are you willing to work in a team environment to complete assigned work tasks? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 8. Are you willing to work overtime as required? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 9. Are you willing to work professionally with individuals from a wide range of cultural backgrounds? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 10. Are you willing to participate in departmental legal activities (e.g., expert witness, etc.)? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 11. Are you willing to promote positive, collaborative, professional working relations among co-workers both within and outside the work unit? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 12. Are you willing to travel to work sites away from assigned work location which could require extended hours of work and/or overnight or multiple-day trips? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 13. Are you willing to maintain the confidentiality of personnel records (e.g., employment records/documents, applications, and/or examination questions, etc.)? | <input type="checkbox"/> Yes <input type="checkbox"/> No |

DESIRABLE QUALIFICATIONS

Part I

Please indicate if you have the following experience by marking the appropriate box.

| | |
|--|--|
| 1. Three years or more analytical experience in Human Resources. | |
|--|--|

Part II

Please indicate if you have completed any of the following **formal** training courses by marking the appropriate box(es).

| | |
|--|--|
| 1. Completion of the following Personnel training: | |
| • Salary Determinations | |
| • Exempt and CEA Return rights | |
| • Permissive Reinstatement and Transfers | |
| • State Personnel Board Hearing Process | |
| • State Personnel Board Precedential Decisions | |
| • What You Should Know as a Skelly Officer | |
| • Writing Personnel Actions | |
| 2. Completed Staff Work/Developing Analytical Skills training. | |
| 3. Writing Skills for Analysts. | |
| 4. Completion of the following State Personnel Board Selection Analyst training: | |
| • Job Analysis | |
| • Statistics Made Easy for Personnel Selection | |
| • Professional Selection & Test Validation: Concepts and Principles | |
| • Examination Planning | |
| • Supplemental Applications | |
| • Developing Interviews | |
| • Chairing Interview Exams | |
| • Work Sample and Performance Tests | |
| • Developing and Using Written Examinations | |
| • Interpreting Item Analysis | |
| • Pass Point Setting | |
| • Scoring Models | |

SECTION I
WORK EXPERIENCE – ASSOCIATE PERSONNEL ANALYST

Note to Applicant: For items #1 - #52 refer to the scale description below and rate your level of Personnel Management experience.

Definition of Levels:

Extensive Experience: More than 4 years experience performing this task.

Moderate Experience: Over 3 years to 4 years experience performing this task.

Basic Experience: Over 2 years to 3 years experience performing this task.

Limited Experience: Over 1 year to 2 years experience performing this task.

Minimal Experience: Less than 1 year experience performing this task.

| | | Length of Experience | | | | |
|-----|--|----------------------|---------------------|------------------|--------------------|--------------------|
| | | Extensive Experience | Moderate Experience | Basic Experience | Limited Experience | Minimal Experience |
| 1. | Conduct analyses on varied and/or sensitive/complex personnel management matters. | | | | | |
| 2. | Advise managers, employees, control agencies, and others on varied and/or sensitive/complex personnel management matters. | | | | | |
| 3. | Consult with managers, employees, control agencies, and others on varied and/or sensitive/complex personnel management matters. | | | | | |
| 4. | Consult with department management, supervisory staff, and others on the interpretation and application of civil services laws and rules, court orders, and departmental personnel policies, etc. | | | | | |
| 5. | Gather data (e.g., pay, classification, and/or examination, etc.) to be used in various personnel activities (e.g., classification studies, salary realignment, examination planning/development, job analysis, etc.). | | | | | |
| 6. | Evaluate data (e.g., pay, classification, and/or examination, etc.) to be used in the formulation of a recommendation and/or plan of action regarding various personnel activities. | | | | | |
| 7. | Participate in the presentation of personnel matters before Department of Personnel Administration (DPA), State Personnel Board (SPB), employees, employee organizations, and/or other governmental entities, etc. | | | | | |
| 8. | Review proposed personnel actions (e.g., transfers/appointments [list, out-of-class, Training & Development assignments], etc.). | | | | | |
| 9. | Assist in the development of policies and procedures relating to the personnel management/selection programs of the Department. | | | | | |
| 10. | Develop training materials related to personnel matters. | | | | | |
| 11. | Conduct training related to personnel matters. | | | | | |
| 12. | Interpret civil service laws and rules, departmental policies and procedures, etc. | | | | | |
| 13. | Implement civil service laws and rules, departmental policies and procedures, etc. | | | | | |
| 14. | Establish and maintain effective relationships and communication with all levels of the organization and external customers. | | | | | |
| 15. | Lead and facilitate meetings, teams, and/or workgroups. | | | | | |
| 16. | Perform research on various personnel matters and report findings in writing. | | | | | |
| 17. | Conduct audits for improvement of personnel operations. | | | | | |
| 18. | Represent the department at meetings, conferences, hearings, etc. | | | | | |
| 19. | Prepare formal documents and correspondences (e.g., reports, manuals, policies, procedures, job analyses, classification specifications, etc.) for the Department. | | | | | |
| 20. | Conduct audits of personnel programs and/or processes (e.g. appointments, bilingual pay, examinations, etc.). | | | | | |

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Definition of Levels:

Extensive Experience: More than 4 years experience performing this task.

Moderate Experience: Over 3 years to 4 years experience performing this task.

Basic Experience: Over 2 years to 3 years experience performing this task.

Limited Experience: Over 1 year to 2 years experience performing this task.

Minimal Experience: Less than 1 year experience performing this task.

Length of Experience

Extensive Experience

Moderate Experience

Basic Experience

Limited Experience

Minimal Experience

| | | | | | | |
|-----|--|--|--|--|--|--|
| 21. | Conduct investigations relative to personnel matters (e.g., examination, misconduct, grievances, merit issue complaints, illegal appointments, etc.). | | | | | |
| 22. | Analyze proposed adverse actions and recommend appropriate action. | | | | | |
| 23. | Consult with managers, supervisors, and Employee Relations Officers, etc. on inappropriate employee behavior. | | | | | |
| 24. | Write adverse actions and accompanying documents. | | | | | |
| 25. | Make salary/transfer determinations to ensure appropriate salary for personnel actions. | | | | | |
| 26. | Revise class specifications. | | | | | |
| 27. | Develop new class specifications. | | | | | |
| 28. | Prepare a contract agreement with other governmental agencies and/or service providers. | | | | | |
| 29. | Provide consultation/technical assistance to field staff (e.g., Institution Personnel Officers, Local Testing Officers, Personnel Liaisons, etc.). | | | | | |
| 30. | Facilitate the examination development process (e.g., Written, Qualification Appraisal Panel, Education & Experience, etc.). | | | | | |
| 31. | Chair Qualification Appraisal Panel examinations. | | | | | |
| 32. | Proctor written or performance examinations. | | | | | |
| 33. | Oversee the administration (e.g., finalizing test scores, auditing exam materials, data entry, etc.) of the entire examination process. | | | | | |
| 34. | Conduct job analyses with subject matter experts. | | | | | |
| 35. | Prepare examination documents (e.g., 511B, examination bulletins, Delegated Testing Procedure Memoranda, etc.). | | | | | |
| 36. | Develop appropriate testing instruments (e.g., Supplemental Applications, Qualification Appraisal Interviews, Education & Experience, etc.). | | | | | |
| 37. | Compose written test items. | | | | | |
| 38. | Apply principles and practices of personnel management in order to effectively perform personnel program functions. | | | | | |
| 39. | Perform research to apply to personnel program functions. | | | | | |
| 40. | Interpret and apply laws, rules, regulations, policies, procedures, MOUs, etc., as it applies to Human Resources functions. | | | | | |
| 41. | Develop and/or administer training (formal and informal) as it relates to Human Resources functions. | | | | | |
| 42. | Evaluate qualifications of applicants and interview effectively (examination setting) to ensure compliance with laws, rules, regulations, procedures, etc. | | | | | |
| 43. | Act as a lead person, to provide instruction and/or guidance in order to facilitate projects and/or assignments related to Human Resources. | | | | | |

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Definition of Levels:

Extensive Experience: More than 4 years experience performing this task.

Moderate Experience: Over 3 years to 4 years experience performing this task.

Basic Experience: Over 2 years to 3 years experience performing this task.

Limited Experience: Over 1 year to 2 years experience performing this task.

Minimal Experience: Less than 1 year experience performing this task.

| | | Length of Experience | | | | |
|-----|---|-----------------------------|----------------------------|-------------------------|---------------------------|---------------------------|
| | | <u>Extensive Experience</u> | <u>Moderate Experience</u> | <u>Basic Experience</u> | <u>Limited Experience</u> | <u>Minimal Experience</u> |
| 44. | Independently make decisions and provide recommendations on various aspects of personnel management. | | | | | |
| 45. | Clearly communicate (verbally and/or written), present ideas and information regarding Human Resources functions. | | | | | |
| 46. | Analyze and solve technical issues related to Human Resources functions. | | | | | |
| 47. | Analyze data as it relates to the Human Resources functions. | | | | | |
| 48. | Prioritize workload in order to meet deadlines. | | | | | |
| 49. | Make mathematical computation as they relate to Human Resources functions. | | | | | |
| 50. | Gain the confidence and cooperation of others in order to establish and maintain good working relationships. | | | | | |
| 51. | Work under pressure in order to meet the needs of the Department. | | | | | |
| 52. | Adapt to changes to meet the needs of the Department. | | | | | |

SECTION II
KNOWLEDGE ASSESSMENT – ASSOCIATE PERSONNEL ANALYST

For items #53 - 58, please rate your level of Personnel Management knowledge by indicating the box that best describes your level of knowledge in each of the following areas.

Definition of Levels:

Extensive Knowledge: I possess an expert knowledge level to the extent that I have effectively performed tasks related to this knowledge in the most difficult and complex situations and I have instructed others on specific aspects of this knowledge.

Moderate Knowledge: I possess a sufficient knowledge level that has allowed me to perform tasks related to this knowledge successfully and I have applied it to an actual job.

Basic Knowledge: I possess some knowledge but may require additional instruction to apply this knowledge effectively.

Limited Knowledge: I possess little or no education or training relevant to this knowledge.

| | | Level of Knowledge | | | |
|-----|--|----------------------------|---------------------------|------------------------|--------------------------|
| | | <u>Extensive Knowledge</u> | <u>Moderate Knowledge</u> | <u>Basic Knowledge</u> | <u>Limited Knowledge</u> |
| 53. | Principles and practices of personnel management in order to effectively perform personnel program functions. | | | | |
| 54. | Classification and pay principles in order to analyze the duties of a position. | | | | |
| 55. | Employee Relations (e.g., grievance issues, MOU's, etc.) and employee performance evaluations in order to provide sound personnel management advice. | | | | |
| 56. | Test construction in order to design and produce materials and conduct examinations for various classifications. | | | | |
| 57. | Principles, practices, and trends of personnel administration, organization, and management as related to Human Resources. | | | | |
| 58. | Math as it relates to personnel matters (e.g., salary determination, examination scoring, etc.) | | | | |

**THIS CONCLUDES THE QUALIFICATIONS ASSESSMENT FOR
ASSOCIATE PERSONNEL ANALYST**

Please refer to page one for mailing instructions